



MEASURING **OUR IMPACT**

2017-2022

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Executive Summary

The report's purpose

This report assesses the collective impact of the Centres of Asia-Pacific Excellence (CAPEs) from 2017 to 2022. It identifies the combined strengths of the CAPEs, lessons we have learned, and next steps to take. This report has been prepared by an external consultant in support of the CAPEs' submission to the Tertiary Education Commission for next phase funding.

The key questions used in this impact report are:

- To what extent and in what ways are the CAPEs working as intended?
- How valuable are the impacts and outcomes achieved so far by CAPEs?
- What has been learned that can inform the CAPEs going forward?

Impacts of the CAPEs

- Achieving positive effects for New Zealand
- Building genuine relationships based on trust and reciprocity
- Enabling synergies through the CAPEs' university setting
- Upholding good governance of the CAPEs consortium

Lessons we have learned

- Upholding the principles of Te Tiriti o Waitangi
- Responding to COVID-19 challenges increased innovation
- Unity and differentiation of the CAPEs
- Communicating with clarity

Next steps we will take

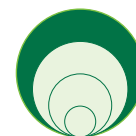
- Build on momentum to sustain impacts and realise longer-term outcomes
- Advance and balance the CAPEs' strategic pillars
- Continue evaluative discipline

CAPEs' strategic priority area evaluation ratings

Business

The CAPEs develop tools and programmes that enable New Zealand businesses to engage effectively in the Asia-Pacific region.

MATURE



Education

The CAPEs deepen New Zealanders' understanding of Asia-Pacific cultures and languages by supporting the education sector to build global citizenship.

STRONG GROWTH



Thought Leadership

The CAPEs strengthen the dissemination of university-based knowledge to inform future policy and decision making.

NEW SHOOTS – STRONG GROWTH



Connectivity

The CAPEs draw on local and global university networks to enhance connectivity between government agencies, business, education, iwi and communities to deepen New Zealand's engagement with the Asia-Pacific region

STRONG GROWTH



The main observations in this report

This report finds that the CAPEs are delivering to their strategy through a unique network of initiatives, events, and resources. The evidence demonstrates that CAPE outputs are delivering significant value for participants, partners and stakeholders. The CAPEs' strategic partnerships and the power of their university setting enables them to increase their impact and improve outcomes for New Zealand. The CAPEs' success is underpinned by evidence-based research and commercial expertise.

Strategic Context

The CAPEs form a hub of intercultural expertise. They help Kiwis prepare to engage with the diverse and vibrant regions of North Asia, Southeast Asia, and Latin America.

The CAPEs draw on university networks and knowledge to develop innovative programmes, resources and initiatives. This in turn allows them to offer accessible, relevant, practical education and support. They provide this support to New Zealand businesses, government agencies, kaiako (educators), tertiary students, rangatahi (youth) and the wider public.

The CAPEs' Strategy 2020-2025 includes four interconnected priorities: Business, Education, Thought Leadership and Connectivity. This work is underpinned by four strategic pillars:

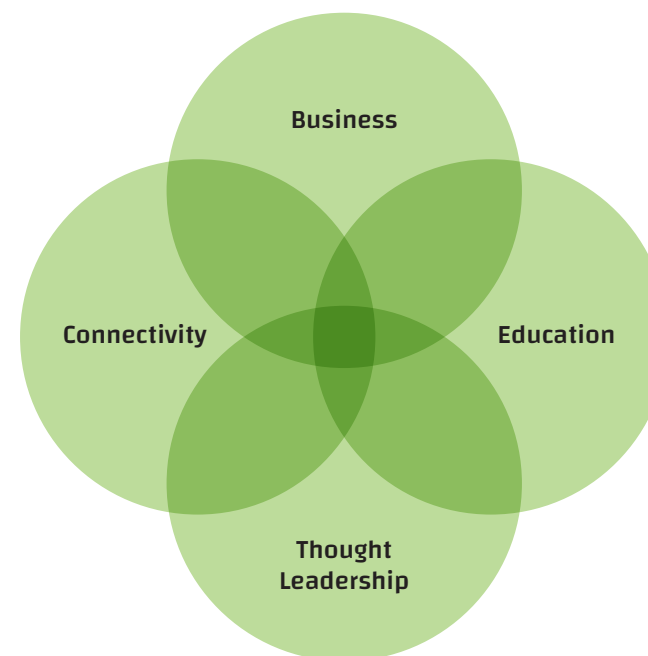
Ngā mātāpono | Strategic pillars

- Uphold the principles of Te Tiriti o Waitangi to strengthen the unique value systems and knowledge of Māori and their value to international indigenous engagement across the Asia-Pacific
- Draw on evidence-based research and commercial expertise to inform our programmes
- Leverage connections and partnerships to develop, scale and sustain impact
- Advance a whole of consortium approach to develop Asia-Pacific informed citizens

He aronga/Mission

To utilise university expertise and networks to create a step-change in New Zealanders' Asia-Pacific skills and knowledge to support greater economic growth and well-being

He Whāinga/Strategic Priorities



Rārangi/Phases

Adapt and embed
2020-2021

Leverage and strengthen
2021-2022

Grow for a sustainable future
2023-2025



What the Evidence Demonstrated

Impact and Success

The CAPEs are achieving positive effects for New Zealand

- The CAPEs network of programmes is supporting New Zealanders to become knowledgeable, capable, and connected in each of the CAPE regions.
- The programmes build on each other, forming a pathway that enables participants to continue their learning journey. This approach grows participants' skills and knowledge. It also contributes to inspiring more New Zealanders to engage and do business with the Asia-Pacific.
- The CAPEs responded swiftly to the needs of businesses, policy makers and the New Zealand public during the COVID-19 pandemic. The CAPEs used digital innovations to share up-to-date knowledge and analysis of the CAPE regions' adaptation to COVID-related disruptions and the shifting commercial environment.
- The CAPEs are helping to advance global citizenship education, with a focus on the CAPE regions. These efforts have led to growing awareness and a groundswell of interest and commitment from kaiako, rangatahi, and school communities

CAPEs enable genuine relationships built on trust and reciprocity

- The CAPEs are sought out as a credible and trusted partner, having cultivated constructive, long-term relationships with national and international partners and stakeholders. The CAPEs' network spans:
 - industry bodies and business councils
 - NZ Inc organisations, crown entities and government agencies
 - iwi and community networks
 - national and international academic bodies.
- The CAPEs collaborate with academics and sector experts across all eight New Zealand universities, Wānanga, and Te Pūkenga.

The CAPEs uphold good governance

- The CAPEs have well-established mechanisms and processes in place that advance a whole of consortium approach and leverage cross-CAPE collaboration to inform the planning and delivery of a high-quality, interconnected network of programmes.
- A diverse mix of industry and education sector experts sit on the CAPEs' Advisory Board, providing advice and guidance to support the strategic direction of the CAPEs.

The CAPEs' university setting enables synergies

- A unique feature of the CAPEs' impact is their academic leadership and co-location within the university setting. This model enables the CAPEs to leverage academic, business and alumni networks, and resources and knowledge to underpin programme design, delivery and evaluation.
- Using small, expert teams is enabling efficient delivery of a large network of quality programmes.

What the Evidence Demonstrated

Lessons and Challenges

The CAPEs will strive to uphold the principles of Te Tiriti o Waitangi

- A strategic pillar that underpins the work of the CAPEs is to 'Uphold the principles of Te Tiriti o Waitangi to strengthen the unique value systems and knowledge of Māori and their value to international indigenous engagement across the Asia-Pacific'.
- A high-performing ecosystem of Māori-focused initiatives has been developed under the guidance of academics and leaders from the University of Waikato, alongside additional CAPE-specific activities informed by Te Tiriti principles. However, there are opportunities for the CAPEs to go further.
- The CAPEs could embed their commitment to Te Tiriti principles more explicitly within the Performance Management Framework and continue cross-CAPE commitment to ongoing te ao Māori learning. Taking these steps will strengthen the strong Asia-Pacific cultural expertise, knowledge and understanding that the CAPEs already have.

The CAPEs' response to COVID-19 challenges was nimble and innovative

- As an organisation focused on three international regions, the CAPEs' business and education stakeholders were challenged by the COVID-related border restrictions. The CAPEs' COVID response built on their adaptive and flexible planning and delivery approaches. They quickly developed a series of tailored and targeted programmes, including digital business webinars, workshops and events.
- The CAPEs also redesigned market immersion programmes to include domestic business visits with a range of New Zealand exporters.
- Despite the challenges of not being able to make connections in-person, the CAPEs used digital and hybrid engagement approaches to keep Kiwis connected with the CAPE regions during the pandemic.

Unity and differentiation

- Cross-CAPE collaboration has been a feature of the CAPEs since were established. The evidence in this report shows that the CAPEs have taken significant steps in the past few years to build on their similarities and adopt a whole-of-consortium approach.
- At the same time, the CAPEs respect each region's distinctiveness. They continue to deliver differentiated offerings based on the business, economic and relationship contexts of each region. Feedback from participants demonstrates how valued these market-specific insights are, and how they enable participants to engage in deeper, richer learning experiences.

The CAPEs communicated with clarity through unified channels

- Communicating simply and clearly about the CAPEs to all their audiences has been challenging, due to their multi-region focus and ambitions spanning four interconnected strategic priority areas. The CAPEs have made significant progress in developing their collective story to continue to grow understanding of their overall mission and purpose.
- Communication channels and the CAPEs networks have become more joined up and unified to minimise complexity. This unification also ensures current and potential participants, partners and stakeholders can access relevant information and understand the opportunities and benefits of engaging with the CAPEs.

Priorities for the Future

Next Steps

Build on momentum to sustain impacts and realise longer-term outcomes

- In the next phase of the CAPEs Strategy 2020-2025, 'Grow for a sustainable future', the CAPEs will embed and build on their achievements. They will achieve this by drawing on the unique advantages of their university setting, consortium strengths, and CAPE-specific knowledge and expertise.
- The CAPEs are in a strong position to take a sustained part in developing New Zealand's pool of young talent through their unique mix of offerings. This mix builds Asia-Pacific awareness, skills, and confidence, and supports greater economic growth and well-being for New Zealand.
- The CAPEs will build on valued partnerships, nurturing and extending their networks to maximise Asia-Pacific engagement and collaborations.
- The CAPEs will continue the adaptive, innovative and academically-informed approaches to CAPE delivery that they have used since they were established. The CAPEs will take forward the digital and delivery responses that have enhanced accessibility and enabled participation, together with lessons learned from the pandemic.

Continue to practise evaluative discipline

- The CAPEs will extend their strong focus on monitoring and evaluating progress, impacts and outcomes. This report is the first practical use of the recently updated Performance Evaluation Framework to measure CAPEs' impact. The framework has provided a robust foundation for analysing each of the CAPEs' strategic priority areas and evaluating their overall impact.
- The CAPEs will draw on this experience to refine and evolve the framework and ensure they continue to achieve impacts and strategic outcomes.

Advance and balance the CAPEs' strategic pillars

- The CAPEs will reflect on how to divide their efforts across the four strategic pillars and how to realise their commitment to the principles of Te Tiriti o Waitangi. For example, they may embed Te Tiriti principles more explicitly within the CAPEs' Performance Management Framework and continue with cross-CAPE commitment to ongoing te ao Māori learning.

Approach to Assessing Evidence of Impact

The key questions for this impact report are:

- To what extent and in what ways are the CAPEs working as intended?
- How valuable are the impacts and outcomes achieved so far by CAPEs?
- What has been learned that can inform the CAPEs going forward?

This impact report uses an evaluation-specific methodology to assess impact

The approach (Davidson, 2005; King, et al, 2013):

- Drew on the impact statements in the CAPEs Performance Measurement Framework for each of the strategic priority areas (Business, Education, Thought Leadership and Connectivity) as the criteria against which to assess the evidence of impact (see page 9)
- Used an evaluation rubric (outlined on page 10) to assess impact so far
- Treated the four strategic priority areas as equally important

This impact report includes important CAPE activities between 2017 and 2022, with a focus on activity over the past two years. We used a mixed-method approach to ensure findings were robust.

Data which informed this report includes:

- Interviews with six Directors and two Senior Engagement Advisors
- Participant survey data from over 30 surveys and participant reflections
- End-of-programme reporting, including 27 programme report summaries
- Annual reporting including 2020 and 2021 Annual Reports, and 2022 Annual Plans
- Mid-term review documentation, including three CAPE Evidence Portfolios
- Emails and unsolicited feedback from people who attended CAPE events, partners and stakeholders
- Comments from social media (LinkedIn, Facebook and Twitter)

We collated and reviewed over 300 pieces of data while developing this report. The data was collated between June and August 2022.

Refinement of the Performance Management Framework

- The CAPEs' Mid-Term Review Report recommended that the Performance Measurement Framework be refined to support the CAPEs to meet accountability requirements and enable continuous improvement.
- Otago University academics supported a cross-CAPE co-design process resulting in development of the revised framework (see page 9).
- This updated framework allows for more targeted data collection, analysis and reporting on CAPE impacts.

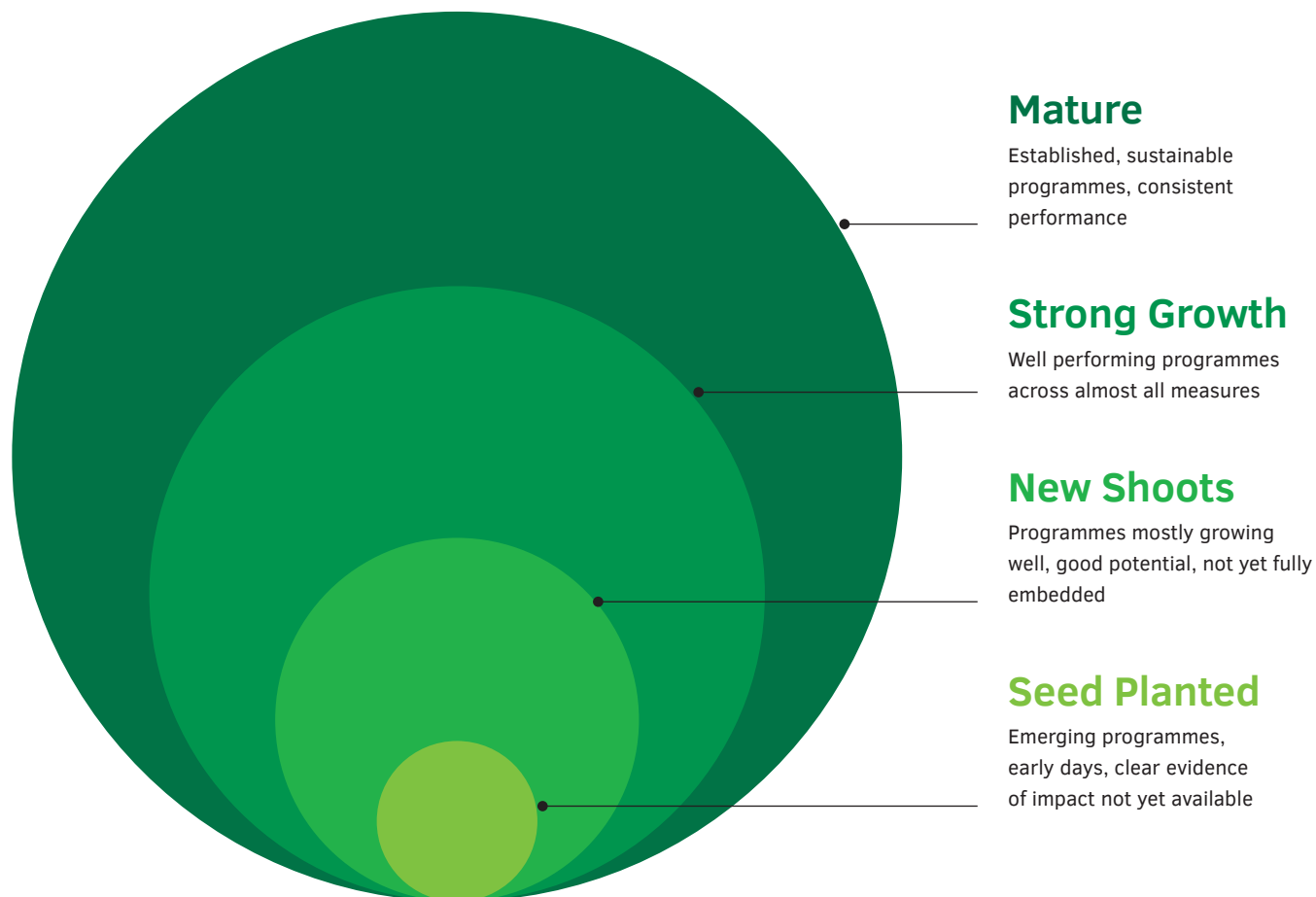
CAPEs' Performance Measurement Framework

Outcomes	<p>More New Zealanders will have:</p> <ul style="list-style-type: none"> ▶ Readiness to do business and engage with the region ▶ Increased Asia-Pacific knowledge and language skills ▶ Broad access to knowledge, skills and networks needed to engage with the region ▶ Enhanced economic, trade, political, and cultural relationships 				Outcomes
	Impacts				Impacts
	<ul style="list-style-type: none"> ▶ Awareness of market opportunities ▶ New connections and trade relationships ▶ Market knowledge, skills and confidence ▶ Cultural and language capabilities 	<ul style="list-style-type: none"> ▶ Implementation of Global Citizenship education in schools in Aotearoa New Zealand ▶ Enhanced Asia-Pacific knowledge, understanding, intercultural skills, and language learning ▶ Enduring connections and engagement with the region 	<ul style="list-style-type: none"> ▶ Access to insights to create deeper understanding of region's relevance to New Zealand ▶ Informed policy and industry responsiveness to emerging issues and trends in the region ▶ Asia-Pacific informed solutions to national challenges and a growth agenda for our relationship with the region 	<ul style="list-style-type: none"> ▶ Awareness of Asia-Pacific links, cultures and shared challenges ▶ Connectivity between government, industry, iwi, communities and the Asia-Pacific ▶ Creation of networks of New Zealanders inspired to engage with the Asia-Pacific 	
Outputs	<p>Business</p> <ul style="list-style-type: none"> ▶ Knowledge sharing workshops, seminars and resources ▶ In-depth training and insights sharing ▶ Facilitation of networks and opportunities to connect ▶ Immersive experiences including study tours 	<p>Education</p> <ul style="list-style-type: none"> ▶ Skills based training workshops, fora, and seminars ▶ Targeted development programmes, immersive experiences and study tours ▶ Up-to-date digital and print resources and toolkits ▶ Development of networks of change-makers in the education sector 	<p>Thought leadership</p> <ul style="list-style-type: none"> ▶ Building relationships with and between audience and academics ▶ Developing relevant and engaging content and programmes ▶ Making use of a range of platforms to communicate academic research and initiatives 	<p>CONNECTIVITY</p> <ul style="list-style-type: none"> ▶ Audience-focused communication via events and programmes ▶ Making use of a range of approaches to communicate academic research and initiatives ▶ Partnerships between academics, students, businesses, iwi and collaborators across the Asia-Pacific 	Outputs
Capabilities	<ul style="list-style-type: none"> ▶ Strong evidence base of market opportunities and business needs 	<ul style="list-style-type: none"> ▶ Deep knowledge of the New Zealand Education Curriculum 	<ul style="list-style-type: none"> ▶ Awareness of policy and industry needs to match academic research 	<ul style="list-style-type: none"> ▶ Collaborations with industry, peak bodies, government agencies in New Zealand and in the region 	Capabilities
	<ul style="list-style-type: none"> ▶ Broad academic expertise and networks in New Zealand and across the Asia-Pacific, including iwi, government, CAPEs alumni and community networks ▶ Strong business, education, policy and industry sector networks ▶ Skills and tools to deliver initiatives and meet business, teacher and student needs to deliver insights and engage audiences in innovative ways 				

Measuring our impact





An evaluation rubric was co-developed to enable us to measure the CAPEs' impact

- This tool has supported self-assessment of the extent of impact of CAPE activity based on the Performance Management Framework impact statements for each of the interconnected strategic priority areas: Business, Education, Thought Leadership and Connectivity.
- The results were rolled up to determine an overall rating for each area (see page 11).
- This expanding circular model mirrors the growing sphere of influence and impact of the CAPEs as programmes, initiatives, events, resources and networks evolve and mature.



Evaluation results summary

This table outlines the evaluation results for the impact statements for each of the strategic priority areas, and the overall rating for each area.

STRATEGIC PRIORITY AREA	CAPEs PERFORMANCE MANAGEMENT FRAMEWORK IMPACT STATEMENTS	ASSESSMENT	OVERALL ASSESSMENT
Business The CAPEs develop tools and programmes that enable New Zealand businesses to engage effectively in the Asia-Pacific region.	To what extent is there evidence that the CAPEs have built <ul style="list-style-type: none"> ▶ Awareness of market opportunities ▶ New connections and trade relationships ▶ Market knowledge, skills, and confidence ▶ Cultural and language capabilities 	<ul style="list-style-type: none"> ● MATURE ● STRONG GROWTH ● MATURE ● STRONG GROWTH 	MATURE 
Education The CAPEs deepen New Zealanders' understanding of Asia-Pacific cultures and languages by supporting the education sector to build global citizenship.	To what extent is there evidence that the CAPEs have: <ul style="list-style-type: none"> ▶ Helped implement Global Citizenship education in schools ▶ Enhanced Asia-Pacific intercultural skills, knowledge and understanding including language learning ▶ Built enduring connections and engagement with the region 	<ul style="list-style-type: none"> ● NEW SHOOTS → ● STRONG GROWTH ● STRONG GROWTH ● STRONG GROWTH 	STRONG GROWTH 
Thought Leadership The CAPEs strengthen the dissemination of university-based knowledge to inform future policy and decision making.	To what extent is there evidence that the CAPEs have: <ul style="list-style-type: none"> ▶ Access to insights to create deeper understanding of the relevance of the region to New Zealand ▶ Informed policy and industry responsiveness to emerging issues and trends in the region ▶ Asia-Pacific informed solutions to national challenges and a growth agenda for our relationship with the region 	<ul style="list-style-type: none"> ● NEW SHOOTS → ● STRONG GROWTH ● NEW SHOOTS → ● STRONG GROWTH ● STRONG GROWTH 	NEW SHOOTS – STRONG GROWTH 
Connectivity The CAPEs draw on local and global university networks to enhance connectivity between government agencies, business, education, iwi and communities to deepen New Zealand's engagement with the Asia-Pacific region	To what extent is there evidence that the CAPEs have enhanced: <ul style="list-style-type: none"> ▶ Awareness of Asia-Pacific links, cultures and shared challenges ▶ Connectivity between government, industry, iwi and communities and the Asia-Pacific ▶ Creation of networks of New Zealanders inspired to engage with the Asia-Pacific 	<ul style="list-style-type: none"> ● STRONG GROWTH ● STRONG GROWTH ● STRONG GROWTH 	STRONG GROWTH 

DETAILED FINDINGS

What the evidence
showed us

The next section of the report outlines the findings and supporting evidence for each of the interconnected strategic priority areas: Business, Education, Thought Leadership and Connectivity.

One of the strategic pillars underpinning the work of the CAPEs states that the CAPEs will 'Uphold the principles of Te Tiriti o Waitangi to strengthen the unique value systems and knowledge of Māori and their value to international indigenous engagement across the Asia-Pacific'.

This next section begins with a spotlight on the CAPEs' Māori-focused ecosystem of programmes, which spans all four strategic priority areas.

Relevant evidence from programmes for Māori and Pacific participants also appears in the subsequent Business, Education, Thought Leadership and Connectivity sections - indicated by grey arrows or quotemarks.

Ngā mātāpono / Strategic pillars

- Uphold the principles of Te Tiriti o Waitangi to strengthen the unique value systems and knowledge of Māori and their value to international indigenous engagement across the Asia-Pacific
- Draw on evidence based research and commercial expertise to inform our programmes
- Leverage connections and partnerships to develop, scale and sustain impact
- Advance a whole of consortium approach to develop Asia-Pacific informed citizens

Spotlight on CAPEs' Māori-focused eco-system of programmes



Ngā Hononga-ā-Kiwa is a deliberate eco-system of programmes in Māori Business and Māori Education that bring together rangatahi, kaiako, business, and Māori and Indigenous communities and thought leaders.

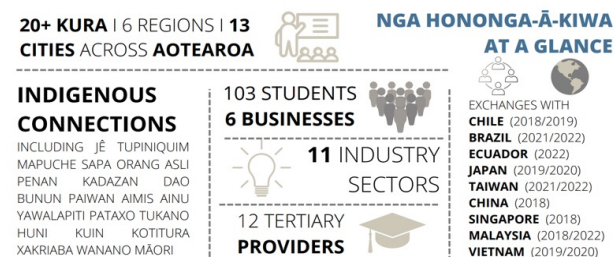
The CAPEs flagship national business initiative for Māori, **Te Hononga-ā-Kiwa**, has been in place since 2018. It facilitates business engagement for Māori tertiary students and Māori businesses across a range of sectors, prioritising indigenous to indigenous engagement. Participants connect with in-market experts, grow intercultural knowledge in customs and language, and continue their engagement and learning through the **Ngā Hononga-ā-Kiwa** alumni network. In addition, the North Asia and Latin America CAPEs deliver the **Māori and Pacific Business Support Programme** that has been building the confidence and capability of both Māori and Pacific entrepreneurs since 2019. A highly engaged alumni support new cohorts on an almost daily basis.

The education initiatives explore global citizenship from a distinctive Māori and Indigenous perspective. This work includes the development of online resources, through the **Global Citizenship Māori** (GCM) project, which builds the understanding of kaiako and rangatahi about what it means to be a global citizen, and programmes such as **Te Rangitāmiro**, which empower rangatahi to be active Indigenous members of the global community. Other educational resources include the **Aotearoa Explorers game**, which has been popular with kura and mainstream schools. Produced in te reo, the game provides a fun way for rangatahi to build their language skills and awareness of the Asia-Pacific region.

Collectively, this eco-system provides a pathway that supports Māori to build a strong sense of their own identity, develop intercultural understanding and networks specifically with indigenous communities, and build entrepreneurial skills and capabilities, to enable educational success and to act as a launching pad for innovative business opportunities in the Asia-Pacific.

Te Hononga-ā-Kiwa Highlights

- Students reported that they were exposed to quality business presentations from a range of sectors throughout their tour, which gave them an in-depth perspective of the market. This was reflected at the end-of-programme symposium, where the cohort were able to successfully develop a business idea that was targeted to the region from concept and design, through to marketing and production.
- All students reported that the programme met or exceeded their expectations. The biggest positives were:
 - Making meaningful connections and building close relationships with like-minded Māori tertiary students across the country and across disciplines
 - Connecting with New Zealand organisations and people doing business abroad and at home
 - In-depth knowledge and insight into the Fonterra and Zespri supply chain end-to-end
 - Gaining insights into completely different economies and political contexts



“One of the main highlights was meeting the other taurira from Aotearoa both face to face and online. Being part of THK was a huge honour. I will never forget this experience and opportunity. It was superb to be a part of something special

Student participant
Te Hononga-ā-Kiwa

“Some people think that you can't achieve or be successful because of your race. I learnt at Te Rangitāmiro that being Māori is my superpower. Wherever I go I take my tūpuna with me”

Student participant – Te Rangitāmiro



MATURE

To what extent is there evidence that the CAPEs have built awareness of market opportunities?

Overall, we are seeing:

- Consistent feedback from business participants reporting increased awareness and confidence
- Appreciation of the quality and usability of information and insights
- Examples of increased awareness leading to tangible market opportunities

Strategic priority: Business

CAPEs develop tools and programmes that enable New Zealand businesses to engage effectively in the Asia-Pacific region.

Evidence to support these claims includes:

- To date, the CAPEs have supported over 6,000 businesses to build awareness, skills, understanding and engagement with the CAPE regions via a full suite of CAPE-specific and cross-CAPE immersive programmes, workshops and webinars.
- CAPEs' business programmes have built a reputation for being high quality, academically-informed, engaging, relevant and useful. They achieve positive feedback with a consistent majority of workshop participants reporting they would recommend the workshops to others.
- Demand for CAPE programmes remained high despite the COVID-related disruptions of the past two years. The CAPEs pivoted in response to COVID to develop a series of innovative, online workshops and webinars that supported businesses to understand the commercial impacts in the CAPE regions, associated supply chain disruption and complexities, and how to maintain relationships and connections. A total of 80 events were delivered to 3,500 participants over this period.
- There are examples of awareness-building opening doors and sparking action for participants. At the end of the 2021 Māori and Pacific Business Support Programmes, three of the participating businesses were actively exploring export opportunities in the North Asian market.

The voice of participants*:

“ Fabulous speakers! A perfect mix – you've struck gold with this mix of expertise.

Business participant – North Asia Business Workshop

“ This workshop (and the presentations) has been valuable to my business. I am definitely considering launching in Southeast Asia.

Business participant – Market Readiness Programme

“ You couldn't ask for a better line up of speakers to make an examination of the North American trade context and how Kiwi firms are integrating themselves through platforms in Mexico into resilient and competitive supply chains. A worthwhile discussion unfolded.

Business participant - NZ, Mexico and North American supply chains webinar

“ Learning a lot about the Japanese and North Korean markets on the Māori and Pacific Business Support programme. I look forward to building authentic business relationships and exploring potential export opportunities. Hands down one of the best opportunities that has come our way!

Business participant - Māori and Pacific Small Business Development

* 'Business participants' includes business people, entrepreneurs and tertiary education students. To support consistency of CAPEs reporting, business-focused programmes for tertiary students are categorised under 'Business', and programmes for secondary school students, under 'Education'.



STRONG GROWTH

To what extent is there evidence that the CAPEs have built networks and opportunities to connect?

Overall, we are seeing:

- Participation spurring ongoing interest and connections beyond the initial programme
- Desire from participants to stay connected to the CAPEs and peers, and active in alumni networks
- Examples of participants coming back to support future programmes as mentors or leaders
- Examples of participants securing work or study opportunities as a result of connections made

Strategic priority: Business

CAPEs develop tools and programmes that enable New Zealand businesses to engage effectively in the Asia-Pacific region.

Evidence to support these claims includes:

- Since start-up in 2017, CAPEs' engagement has grown to achieve a significant combined alumni network, over 7,800 social media followers, and 3,500 newsletter subscribers.
- Post-programme, participants are actively seeking connections in-region on their own behalf as well as continuing to engage and collaborate with each other and subsequent CAPE programmes. For example, more than 200 individual and business alumni have participated in at least two Southeast Asia CAPE activities, and one member has attended six.
- The Te Hononga-ā-Kiwa Māori business alumni network has 109 members, several of whom have secured job opportunities in NZ Inc organisations as a result of connections made through the programme. The programme has opened up global careers for these participants. In addition, a group of 20 alumni are continuing their learning journey through an extension programme that builds on THK to further develop their leadership skills and capabilities.
- A critical success factor for the Te Hononga-ā-Kiwa and many CAPE programmes is the ongoing connection with past participants, enabling further learning and business opportunities. For example, a graduate from the THK programme went on to become a key contributor to the Māori and Pacific Business Support programmes and was then profiled in NUKU: Stories of 100 Indigenous Women.
- There are examples of participation leading to enduring and fruitful connections and employment opportunities. The Southeast Asia CAPE's business workshops, Wellington Creative: Digital Export and Creative Business, have facilitated internships and employment for 30% of participants.

The voice of participants and partners:

“ This programme has given us the opportunity to dream really big! It's exciting to think how we as indigenous artists can enter markets that we hadn't previously thought possible and make meaningful connections.

Business participant – Māori and Pacific Business Support Programme, North Asia

“ This has been an EXTREMELY successful collaborative project between the CAPE and NZTE and I'm really proud of this partnership. Seeing our customers come to life, and their stories in these videos is just fantastic. The videos are so interesting because they show a myriad of growth perspectives and opportunities in Latin America - across a range of industries. I just love the way that the CAPE has put these [stories] through different themes.

NZTE - Latin America: Bursting with Opportunities video series

“ Aee raa! As a result of THK I've been able to see the different markets and start importing items from overseas and would easily be confident enough with the connections I've made to go over again by myself to conduct business. Already from the trip I've helped a roopu from a kura kaupapa make Ainu connections....and got some Ainu films submitted into the biggest indigenous festival in the southern hemisphere.

Business participant - Te Hononga-ā-Kiwa Strengthening Māori Business Capability



MATURE

To what extent is there evidence that the CAPEs have built market knowledge, skills and confidence?

Overall, we are seeing:

- Examples of increased knowledge, skills and confidence informing business opportunities
- Examples of participants sharing skills and knowledge with others beyond their cohort - a ripple effect
- Appreciation of region-specific insights, as well as tailored and bespoke advice for their industry/business
- International recognition of programme quality

Strategic priority: Business

CAPEs develop tools and programmes that enable New Zealand businesses to engage effectively in the Asia-Pacific region.

Evidence to support these claims includes:

- Participants consistently report CAPEs' programmes have increased their market knowledge, skills and confidence. For example, 100% of participants from a 2021 business cohort reported that their knowledge, awareness, and confidence to approach North Asia's markets had improved markedly. Six of the businesses refined their product offerings to be better tailored to North Asian markets, and eight of the firms went on to actively explore opportunities in North Asia.
- There are examples of business opportunities arising post-programme for participants. Examples include a creative technology business from the North Asia Māori and Pacific Business Support programme that has experienced a period of significant growth after securing several international contracts; and a graduate from both Te Hononga-ā-Kiwa and the Latin America Māori and Pacific Business Support programme who is working with MFAT and Education New Zealand on development of a language app project in Latin America.
- The Ngā Hononga-ā-Kiwa ecosystem was a finalist and awarded a 'highly commended' accolade in the 'Championing Diversity' category for the international PIEoneer Awards. These awards celebrate innovation and achievement in global education, recognising individuals and organisations who are pushing professional standards and redefining the international student experience.

The voice of participants:

“Southeast Asia is the future for Kiwi exporters, and digital industries are the future for Southeast Asia. Huge thanks to Siah Hwee Ang, Kristy Grant and Ziena Jalil for giving us the inside track on an up-and-coming industry.

Export NZ – Let's Talk ASEAN - Digital and Creative Industries

“I went into this program with a vague understanding of how we might engage in Latin America. I've come out with a clearer plan and a network of contacts that I would not have been able to make had it not been for the DILA program.

Business participant - Diversifying into Latin America

“The programme provided me with the foundational knowledge I needed to begin thinking about how I might take my designs to an international market. The emphasis on connections and culture, as well as the opportunity to hear from people living locally, really helped to contextualise the learning. I've already recommended the programme to other business owners and creatives.

Business participant – North Asia Māori and Pacific Business Support Programme

“Absolutely. I can see our business exploring this region more in the future, particularly Vietnam, and more specifically small tourist hot spots like Sa Pa.

Business participant - Te Hononga-ā-Kiwa Strengthening Māori Business Capability



STRONG GROWTH

To what extent is there evidence that the CAPEs have built cultural and language capabilities?

Overall, we are seeing:

- Appreciation of the value of intercultural insights and knowledge in doing business in the CAPE regions
- Examples of strengthened self-identity and self-confidence
- Desire to continue to learn and to share with others

Strategic priority: Business

CAPEs develop tools and programmes that enable New Zealand businesses to engage effectively in the Asia-Pacific region.

Evidence to support these claims includes:

- A feature of CAPEs' business programmes is the incorporation of intercultural insights, which help to strengthen participants' understanding of how to do business in the CAPE regions. These practical insights are valued by participants. For example, 100% of participants of the Market Readiness Programme series in 2021 reported having a better understanding of the cultural differences between New Zealand and Southeast Asia business environments following the workshop.
- Participants comment on intercultural learning being a game-changing aspect of their engagement with the CAPEs. A Pacific Business Reconnect participant noted that they were able to 'think expansively' through the programme. They commented that the programme had 'made going global feasible for me', and that there was a connect now in the 'similarities between cultural practices, languages and the arts'. Post-programme, this participant reached out to lifestyle magazines in Mexico and Colombia to explore opportunities for expansion of their business profile.
- In addition to supporting Asia-Pacific cultural and language skills, the CAPEs are active supporters of Te Wiki o Te Reo Māori. Māori Language Week posts for all three CAPEs had over 100,000 impressions across social media channels.

The voice of participants:

“ The content is very 'cultural awareness' based, rather than a ten-step guide to setting up in Japan, which at first was what I thought the Market Readiness programs would be. But the cultural and business context is super important and is very much part of becoming ready for the market.

Business participant – North Asia Business Workshop

“ I've developed my cultural identity and learned so much about how I can capitalise from my identity and culture to succeed in the business world. Have also stepped outside of my comfort zone and increased my self-confidence.

**Business participant - Te Hononga-ā-Kiwa
Strengthening Māori Business Capability**

“ Further developed my relationship building skills....insights and knowledge of Vietnam were definitely broadened...I now feel I have a much better understanding of the country and its people.

**Business participant - Te Hononga-ā-Kiwa
Strengthening Māori Business Capability**

“ I was able to immerse and understand the Latin America markets, from cultural to business strategies without being there in person. Highly recommended as the team behind the DILA Programme are highly knowledgeable and they invite guest speakers that will provide immense value too.

Business participant - Diversifying into Latin America

“ DILA gave me a great basic introduction to Latin America with stats, cultural differences and languages in order for me to decide to consider exporting to this region.

Business participant - Diversifying into Latin America



NEW SHOOTS – STRONG GROWTH

To what extent is there evidence that the CAPEs have helped implement Global Citizenship education in schools?

Overall, we are seeing:

- Examples of pilot schools implementing Global Citizenship into the curriculum
- A growing Te Ao Māori presence in Global Citizenship Education (GCED) in Aotearoa
- Academic resources, expertise, connections and networks advancing and guiding this work

Strategic priority: Education

Deepen New Zealanders' understanding of Asia-Pacific cultures and languages by supporting the education sector to build global citizenship.

Evidence to support these claims includes:

- The CAPEs' academically-informed programmes are taking tangible steps to advance global citizenship and education for sustainable development in support of Sustainable Development Goal 4: Quality Education (target 4.7), and New Zealand's International Education Refresh. Three pilot schools wish to continue their engagement and be a model for global citizenship education. The CAPEs have been invited to embed the programme into these schools.
- This work is supported by a series of GCED Teacher Forums, which had 98 participants in 2021. These forums are inspiring teachers to take action, with 97% of participants indicating that they were likely to include learning about the Asia-Pacific region in their work. A bespoke TeachAPAC website provides them with resources, learning stories and ways to connect with other teachers. The website has had over 5,000 page views to date, and further promotion in 2022 is expected to increase usage further.
- A new programme, Te Rangitāmiro, established in 2021 and borne from the foundations of Te Hononga-ā-Kiwa, builds understanding of global citizenship education from a Māori perspective. Regional workshops with kaiako and rangatahi across Hamilton, Tauranga and Christchurch schools involved 194 participants. The programme serves as a bridge between the business and education pathways, starting the conversation with rangatahi at an earlier age, helping them build global citizenship awareness and confidence, and enabling them to be better prepared for future educational and vocational opportunities.
- The CAPEs' work in global citizenship education is supported by strong links with international networks such as The Asia Pacific Centre for Education in International Understanding, which operates under the auspices of UNESCO to promote global citizenship education. The CAPEs are partnering with the Schools International Education Business Association (SIEBA) and Education NZ on the Pilot Schools Programme and GCED Teacher Forums.

The voice of participants:

- “ Three months post-forum, we are holding “...weekly scheduled video calls with classes in different countries. Each connection is different, however the underlying theme is building communication competency and confidence and understanding of the physical and social/cultural geography.

Kaiako – Global Citizenship Teacher Forum

- “ I took the CAPEs global citizenship education framework to develop a strategic plan for our school's programme, based on its concepts and ideas.

Kaiako - Pilot Schools Programme (CAPEs, ENZ, SIEBA)

- “ The forum helped me learn about GCED more... I think that education relating to cultures of Asian and Latin American people is deeply important in building communities within schools along with strengthening personal identity and making us all better global citizens.

Ākonga - Global Citizenship Teacher Forum

- “ I used to think global citizenship was about keeping the law, being a good person and making the world a peaceful, safe place. I now understand global citizenship is about identity, knowing who you are and where you come from. It is about connecting with others and working together to make the world a better place.

Student Participant – Te Rangitāmiro

- “ I used Aotearoa Explorers in my Year 4 classroom and it was an instant hit! Such a beautiful way to learn and teach. Thanks so much for the lovely educational resource you've created. It goes very well with our current "The World is a Village" inquiry topic too.

Kaiako – Year 4 class, Auckland



STRONG GROWTH

To what extent is there evidence that the CAPEs have enhanced Asia-Pacific intercultural skills, knowledge and understanding including language learning?

Overall, we are seeing:

- Deep appreciation, gratitude and excitement from student participants (and their parents) for the experiences and opportunities made available by the CAPEs
- Examples of ongoing Asia-Pacific intercultural and language learning inspired by CAPE participation
- Examples of participants securing career and other opportunities as a result of involvement with the CAPEs
- High quality educational resources that are welcomed, used and shared by stakeholders
- Programmes building on one another to form a cohesive pathway of opportunities from secondary, to tertiary and beyond

Strategic priority: Education

Deepen New Zealanders' understanding of Asia-Pacific cultures and languages by supporting the education sector to build global citizenship.

Evidence to support these claims includes:

- Over 6,000 youth programme attendees and 5,500 language learners have been supported, with consistently high participant ratings regarding skills and knowledge growth. Feedback shows that these immersive programmes are providing life-changing, rich learning experiences for young people, resulting in personal growth and development as well as intercultural and language learning. For example, a student participant from a 2021 immersive language programme reported a substantial improvement in their Japanese language skills noting that 'the difference between how I felt about speaking Japanese on the first and last day is night and day.'
- A range of CAPE resources have been well-received with high uptake and engagement, for example, the Regional Awareness Digital Game: Aotearoa Explorers, popular with kura and mainstream schools, and the Toitoti app and webpage, which has achieved 212 downloads. The virtual Machu Picchu Pueblo learning tool has been internationally recognised, winning the Gold Sustainability Award from the Wharton - QS Reimagine Education awards in London in 2020.
- Resources for teachers include the NCEA-focused Mandarin Chinese teaching resources delivered via the Kiwihanyu website. Over a six-month period in 2021, 3,300 users visited the site, and 940 users downloaded the resources. Schools reported these resources being especially useful due to the limited access to Mandarin teaching aides during the border restrictions.
- The CAPEs' network of programmes form a pathway linking the education and business strategic priorities, enabling participants to continue their learning journey from secondary to tertiary level and onwards as they explore and develop business and entrepreneurial opportunities.

The voice of participants and partners:

“ I have come away from this trip not only with a greater knowledge of language and culture but ...I have changed my university courses to take a Spanish paper and international business. Since this was the first country I have ever been in that doesn't speak English so many things were eye opening, and it was amazing to experience a completely new culture. I can't wait for where my future will lead and being able to bring my future company into Chile with greater knowledge.

Student participant – Globalista Biz: Entrepreneurship in Chile

“ Thank you to the North Asia CAPE for partnering with us to bring these new Korean language classes to Ōtara. The classes were awesome and the fact that we can all read Hangul within 10 weeks is pretty amazing. Bring on round 2!

Partner Ōtara Youth Drop in Hub

“ I work at xxx now as a business development associate for the Southeast Asia Region - Thanks to SEA CAPE! The two programmes I was involved in with SEA CAPE have greatly helped me in my current job.

Student participant - Tertiary Market Immersion Programme

“ The site..."is a fantastic platform for teachers in so many ways. It has a variety of topics for different age groups. The resources effectively and efficiently teach reading, listening, and speaking skills. The interactive activities and online games help build students' language skills with engaging exercises. I highly recommend this website. With all the resources available, you don't need to invent the wheel, just tweak it to suit your needs.

Kaiko (Educator) – Kiwihanyu.com website user



STRONG GROWTH

To what extent is there evidence that the CAPEs have built enduring connections and engagement with the region?

- Overall, we are seeing:
- Participants inspired by the connections and lifelong friendships made
- Desire for continued engagement in CAPEs' programmes and related or follow up events
- A growing talent pipeline fostered by a purposeful and connected eco-system of programmes

Strategic priority: Education

Deepen New Zealanders' understanding of Asia-Pacific cultures and languages by supporting the education sector to build global citizenship.

Evidence to support these claims includes:

- Feedback from CAPE immersive programmes indicates how pivotal these experiences are for students. For example, participants of the 2021 Japanese Language Hybrid Study Tour noted the unique insights they gained into Japanese culture and many of the students made firm friendships, exchanging contact details with their 'digital homestay' host families in Japan.
- Intentional programme design incorporates opportunities for continued engagement. For example, the Globalistas-in-Action programme brings together alumni from previous LatAm Biz programmes to strengthen their skills and preparedness for doing business with the region. Students are paired with businesses facing a real-life market challenge. All four businesses from the 2021 cohort said they would participate in the programme again or recommend it to other businesses, and 100% of student participants said they would take up a professional opportunity to engage with Latin America.
- Strong uptake with CAPE networks sees participants engaging beyond a single programme, with participants inspired to maintain contact with one another, and the CAPEs. This is fostered through cross-CAPE and partner networks such as the Latin America NZ Business Council Young Professionals Network, which supports students' transition into the workforce, and Te Ara Tipu (Path of Growth), which supports tertiary students on a multi-year journey of professional growth.

The voice of participants:

“ SEA CAPE has in many ways helped me in my journey, with knowledge, experience, contacts, and a support network that I am keen to work with into the future.

Student participant - Business Challenge Programme Vietnam

“ Thank you so much to everyone who helped to organise this fantastic event! It was such a privilege to attend, work alongside some amazing like-minded students and listen to some great speakers and mentors. In brief, it was a highlight of my year and young enterprise experience! I can't recommend it enough!

Student participant - BizVenture Japan

“ I'm currently continuing with my language study, feeling moderate with Portuguese now. I'm also working towards developing my own small business, using the lessons and ideas which I learned of throughout our trip. Even better, we also gained a great network to reach out, which helps me more. I also intend to share my experiences, so that more people take part in the Young Enterprise Scheme, because without having challenged myself to give it a go, none of this would've been possible.

Student participant - Globalista Biz: Entrepreneurship in Brazil

“ I left the conference feeling inspired and hopeful. The speakers and the topics spanning culture, trade, technology, and sustainability from an indigenous perspective were so fascinating and something I would not have come across in my day-to-day experiences. I look forward to keeping in touch with everyone from the trip and for many more Te Ara Tipu events and initiatives.

Student participant - Te Ara Tipu cross-CAPE event



NEW SHOOTS – STRONG GROWTH

To what extent is there evidence that the CAPEs have:

- Access to insights to create deeper understanding of region's relevance to New Zealand
- Informed policy and industry responsiveness to emerging issues and trends in the region
- Asia-Pacific informed solutions to national challenges and a growth agenda for our relationship with the region

Overall, we are seeing:

- A strong start for new initiative, The Context, with good engagement on initial research papers and the inaugural Summit
- Highly valued business webinars, consistently described as informative, insightful and high-quality
- Strategic partnerships and synergies contributing to thought leadership outcomes
- Strong interconnections of the impacts of CAPEs' work

Strategic priority: Thought Leadership

Strengthen the dissemination of university-based knowledge to inform future policy and decision making.

Evidence to support these claims includes:

- The CAPEs take a multi-pronged approach to sharing Asia-Pacific insights and business experiences to as wide an audience as possible, making the most of all available channels, including business webinars and workshops, and education programmes. Since establishment, the CAPEs have supported over 18,000 New Zealanders to build their awareness, understanding and engagement with the CAPE regions.
- Strong partnerships are supporting the CAPEs' thought leadership contributions. Strategic partnership agreements are in place between the Latin America CAPE and the Latin America NZ Business Council, and the Southeast Asia CAPE, ASEAN NZ Business Council and MFAT. The North Asia CAPE participates in a regular inter-agency forum with MFAT, NZTE, Asia NZ Foundation, NZ China Council and NZ China Trade Association. These relationships enable synergies in advancing the CAPE and partner organisations' missions to grow impact and reach for both parties. Recent events featured influential speakers such as former Prime Minister and United Nations Development Programme Administrator, the Rt Hon. Helen Clark and Minister of Foreign Affairs, Hon. Nanaia Mahuta.
- New initiative, The Context: Asia Pacific, shares academic research with the public through professionally-written stories that explore different research topics. Since launching in March, the platform has had over 4,000 page views. The inaugural The Context: Asia-Pacific Summit held in Auckland integrated contributions from the online platform and CAPEs business programmes, to bring together themes and inspiration from across the CAPE's work to a wide-ranging audience of approximately 200 people.

The voice of participants:

“A fascinating research paper on #SMEs by @TanyaNZColombia - “possibly the Sir David Attenborough of New Zealand SMEs” - with some great insights here for ongoing work on #inclusion in #ABAC @APECBiz, including this year's project from @USCMarshall.

Advisory Board member social media post

The Context: Asia-Pacific Platform

“It was a great webinar. Very insightful and diverse points of views. I have already received some positive feedback from some attendees. The icing on the cake is also to have the poll results and the videos. Great resources for us to use and learn from.

Latin America NZ Business Council

Webinar: Kiwi Perceptions of Latin America

“It has been my pleasure to attend the webinar on Diversifying into New Asia-Pacific markets. I found the discussions and conclusions very rich, clear and interesting. I look forward to attend more CAPE business events next year!

Secretary of Embassy - Webinar: Diversifying into New Asia-Pacific Marketsa

“Speaking of context, as part of Nga Hononga ā Kiwa I attended the CAPES Context conference today...an awesome kōrero around the power of entrepreneurship within iwi spaces to empower tribal members from the ground up.

Attendee - The Context Asia-Pacific Summit

“The Summit provided expert knowledge from people with different perspectives, so I think that is really valuable to have a broader understanding of the regions.

Attendee – The Context Asia-Pacific Summit



STRONG GROWTH

To what extent is there evidence that the CAPEs have enhanced:

- Awareness of Asia-Pacific links, cultures and shared challenges
- Connectivity between government, industry, iwi, communities and the Asia-Pacific
- Creation of networks of New Zealanders inspired to engage with the Asia-Pacific

Overall, we are seeing:

- The CAPEs well established as trusted, credible partners, with stakeholders seeking out opportunities to work together
- Appreciation from participants, partners and stakeholders for the connections CAPEs foster Strategic partnerships and synergies contributing to connectivity outcomes
- Student and business participants inspired by their CAPE experience

Strategic priority: Connectivity

Draw on local and global university networks to enhance connectivity between government agencies, business, education, iwi and communities to deepen New Zealand's engagement with the Asia-Pacific region.

Evidence to support these claims includes:

- The CAPEs use their regional, national and international networks to full effect, bringing together voices from academia, industry, government, iwi and the community to contribute to important conversations that help to deepen New Zealand's engagement with the CAPE regions. During the border closures in 2021, CAPE programmes enabled approximately 8,000 New Zealanders to continue to connect with the Asia-Pacific. A further 130,000 people downloaded CAPE resources, videos and podcasts, or attended CAPE public events.
- Having built a track record for quality and impact, the CAPEs are sought out as a partner of choice. For example, MFAT approached the CAPEs to take responsibility for the New Zealand APEC Voices of the Future programme, and for support for an economic study on opportunities for New Zealand in Latin America. The New Zealand Embassy in China have confirmed co-branding of the Winds of Change symposium, to further showcase the connection between China and New Zealand.
- Local and global academic connections are fostered by the Winds of Change programme, which connects New Zealand and Chilean postgraduate students to explore shared climate change challenges and solutions. The success of the programme has seen its expansion, with a North Asia cohort commencing in 2022.
- Positive experiences and connections spur new innovations, such as the new schools' programme, The Ocean That Connects Us, which came about as a result of an educator's participation in a two-day programme hosted by the University of Waikato. It replicates the Winds of Change programme at secondary school level, connecting New Zealand and Chilean school students, to support intercultural and climate change learning.

The voice of participants:

“ The visits throughout the programme were very grassroots, indigenous based businesses. These visits exceeded my expectations to learn about indigenous businesses that feed into their communities because every place we went did just that.

Student participant, Te Hononga-ā-Kiwa 2019

“ We have been pleased to partner with the North Asia CAPE in a number of trade and economic initiatives of direct value to our members in assisting them to connect with counterparts in the region through greater understanding of the market. Domestically also the CAPE is an active partner in linking the business community and academia - potentially very important to companies looking to position themselves as niche suppliers at the high value-added end of the competitive North Asian market.

Chair, Japan New Zealand Business Council

“ Incredibly grateful for the opportunity to attend the ASEAN Forum 2019. A great panel of amazing national and international speakers well and truly addressed this year's themes: dynamic, digital and diverse. It was a privilege to learn more about the overall relationship between New Zealand and ASEAN, along with the challenges and opportunities that are presented when looking to grow our current \$15 billion two-way trade.

Student participant – ASEAN Forum 2019

“ I had the privilege of meeting with Minister Chris Hipkins, authorities from Education NZ, NZ's ambassador in Chile, and authorities from Universidad Católica de la Santísima Concepción. It was evident that areas related to, but not limited to, cross culture competency, best practices in applied indigenous studies, climate change research and academic mobility exchange, LA CAPE, is a way to move forward!

International Commission President, Chile's Council of Rectors (Universities NZ equivalent)

APPENDICES


Appendix 1: Data sources used for this evaluation

Appendix 2: CAPEs' Strategy 2020 - 2025

Appendix 1: Data sources used for this evaluation

Data sources	Volume
CAPEs' team	
Discussions with directors and senior engagement advisors	6 directors, 2 senior advisors
Sensemaking session with directors (1.5 hour workshop)	4 directors, 1 senior advisor
CAPEs' documentation and additional data sources	
Review of CAPEs' administrative data base	
Review of over 300 collated participant survey results from the past five years.	
Review of key reports provided by the CAPEs, including: <ul style="list-style-type: none"> ▶ End-of-programme reporting - 27 programme report summaries ▶ CAPE and Consortium 2020 and 2021 Annual Reports and 2022 Annual Plans ▶ Mid-Term review documentation – consortium papers and three CAPE Evidence Portfolios 	
Review of media coverage and social media content, including LinkedIn, Facebook and Twitter, with hashtags to CAPEs' programmes	
Review of emails and other unsolicited feedback about CAPEs' programmes, from participants, partners and stakeholders	
Review of key CAPEs' documentation, including: <ul style="list-style-type: none"> ▶ CAPEs' Strategy 2020 – 2025 ▶ CAPEs' Performance Management Framework ▶ CAPEs: Our Story 	

Appendix 2: CAPEs' Strategy 2020-2025

Centres of Asia-Pacific Excellence 

Centres of Asia-Pacific Excellence Strategy 2020-2025

He Aronga / Mission
 Utilise university expertise and networks to create a step-change in New Zealanders' Asia-Pacific skills and knowledge to support greater economic growth and well-being.

Nga mātāpono / Strategic pillars that underpin our work

- Draw on evidence-based research and commercial expertise to inform our programme
- Leverage connections and partnerships to develop, scale and sustain impact
- Advance a whole-of-consortium approach to develop Asia-Pacific informed citizens
- Uphold the principles of Te Tiriti o Waitangi to strengthen the unique value systems and knowledge of Māori, and their value to international indigenous engagement across the Asia-Pacific

Kaupapa / Our Purpose

1. Help New Zealand be better prepared to do business and engage with the Asia Pacific region
2. Contribute to the development of Asia Pacific knowledge and language skills in New Zealand
3. Excel nationally and internationally in our area of expertise, ensuring broad dissemination of knowledge and skills through collaborative processes
4. Enhance economic, trade, political, and cultural relationships with the region

He Whāinga / Strategic Priorities
 We will focus on four interconnected priority areas to enable us to deliver on our purpose:

Business
 Develop tools and programmes that enable New Zealand businesses to engage effectively in the Asia-Pacific region.

Education
 Deepen New Zealanders' understanding of Asia-Pacific cultures and languages by supporting the education sector to build global competence.

Thought Leadership
 Strengthen the dissemination of university-based knowledge to inform future policy and decision making.


Connectivity
 Draw on local and global university networks to enhance connectivity between government agencies, business, education, iwi and communities to deepen New Zealand's engagement with the Asia-Pacific region.

Rārangi wā / Phases


Adapt and embed
2020 - 2021

Leverage and strengthen
2021 - 2022


Grow for a sustainable future
2022 - 2025




UNIVERSITY OF OTAGO
Te Whare Wānanga o Ōtago
NEW ZEALAND



THE UNIVERSITY OF AUCKLAND
Te Whare Wānanga o Āwhiorea
NEW ZEALAND



TE HERIonga Wānanga o Aotearoa
WELLINGTON
UNIVERSITY OF WELLINGTON



THE UNIVERSITY OF WAIKATO
Te Whare Wānanga o Waikato
NEW ZEALAND

MFC0006 2020

Centres of Asia-Pacific Excellence



North Asia
Centre of
Asia-Pacific Excellence



Southeast Asia
Centre of
Asia-Pacific Excellence



Latin America
Centre of
Asia-Pacific Excellence



This report is an internal evaluation completed by Katherine Rive, with advice and input provided by impact evaluation expert, Judy Oakden. This report has been reviewed and endorsed by the CAPEs' Management Committee and Advisory Board.

